

October 14, 2019

Dear Andy,

It has been an honor to work as the Director of Procurement for HART from September 2011 – August 2014 and currently from March 2017.

This position has allowed me to serve the people of the City and County of Honolulu and State of Hawaii in bringing a much needed rapid transit system to our community. When I started with HART in 2011, we had only awarded approximately \$2.9B in contracts. Our FFGA had not been signed yet and we were performing on existing contracts based on limited Letters of No Prejudice from the FTA. We had very few policies and procedures in place and a scrappy procurement team with huge challenges ahead of us. I have always believed in and fully supported the Honolulu Rail Transit Project.

I've worked in the procurement and contracting field for 20 years for federal, state, city and county, and commercial employers. As such, one of my core beliefs is that the laws and regulations governing public procurement were established to ensure integrity, transparency, fairness, competition, accountability, and economy in the purchase of goods, services and construction for the public we serve. And, during my experience working with various agencies, I believe the great value that I brought was the ability to work seamlessly in these highly regulated environments and bring compliant creative procurement solutions. In fact, I believe I excel in the ability to provide responsive and sound procurement vehicles to agencies with difficult and puzzling requirements that conform with both federal and state law. In short, I am a true believer.

Since you deserve to have a Director of Procurement whose policy views are more aligned with your project visions, I believe it is time for me to resign from my position as Director of Procurement. I will work with Paul Romaine and members of the P3 team regarding my departure date of November 1, 2019 to ensure that does not cause significant disruption. I will use my best efforts to ensure a smooth transition.

I appreciate the opportunity to serve HART and the people of the City and County of Honolulu.

Very Respectfully,

Paula A. Youngling

Cc: Paul Romaine